

1.1a The 417th Base Support Battalion (BSB) adopted the Army Performance Improvement Criteria (APIC) in 1995 as a model for improving product and service quality for our Customers. Our mission is to support military operations, soldier readiness, and provide Base Operations Support (BASOPS) - as well as a high quality of life for the soldiers, civilians, and family members who live, work, and train in the 417th BSB.

Our leadership system has seven key groups that assist the Commander in setting direction and executing the mission of the 417th BSB. They are the Command Group (Commander, Executive Officer (XO) and Command Sergeant Major (CSM)), the Executive Steering Committee (ESC), three Area Support Team (AST) Managers, Key Process Teams (KPTs), and Key Support Process Owners (KSPOs), the Systems Team for Analysis and Review (STAR), and Process Action Teams (PATs). These groups, like the structure of a wheel, act as individual entities, but are nevertheless part of a comprehensive system that sets the 417th BSB in motion toward the achievement of our Vision (Figure 1.1-1).

The 417th BSB Leadership Wheel

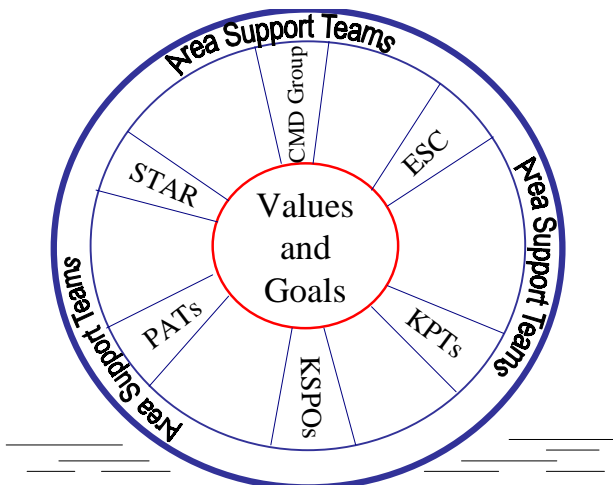


Figure 1.1-1

1.1a(1) Senior leadership's philosophy and values are the operational platform from which the 417th BSB executes its Mission and pursues its Vision, and their effective deployment is of great importance to our leaders. The Army Values: *Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage* and our Commander's personal value of *Civility* are fundamental to our organization. They are personified in the hearts and deeds of every one of our soldiers and reinforced in all performance evaluations, counseling, many of our publications, and several forums such as ESC meetings, Staff Calls, training sessions, new employee orientations, individual meetings with staff members, social functions, newcomer briefs, quarterly community Townhall Meetings, and off-sites with senior leadership. Our Commander's values, as well as the Army Values, support our Vision and are emphasized in all aspects of BASOPS within our organization.

Primary direction for the organization is established during the first quarter of the Fiscal Year (FY) at our annual Strategic Planning Conference (SPC), when our Vision is reviewed and Strategic Goals are defined by our Commander and the

primary staff (Figure 2.1-1). During Phase II, or Environmental Scan of the process, opportunities for future growth are identified through a Strengths, Weaknesses Opportunities, and Threats (SWOT) analysis. To accomplish this, senior leaders including the ESC, KPTs and KSPOs, consider new technology, operational capabilities, changing markets, the competitive environment, and other critical factors as illustrated in Figure 2.1-2. Trends in changing Customer requirements as they relate to our Strategic Areas are also analyzed (Figure 3.1-3). With the results of this analysis, opportunities for growth and improvement are identified and their related action plans become part of our overall Strategic Plan.

Media Used	Target Audience	Proponent	Frequency
Strategic Goals Posters	All Employees	Commander ACOE	Continuous
Facility Visits	Facility Employees	Commander	Continuous
BSB Web Site	All Employees	Commander XO ACOE	Continuous
NCO Professional Development	Non Commissioned Officers	CSM	Monthly
Employee Counseling	All Employees	Commander XO CSM Directors	Semi-Annually
Officer Professional Development	All Officers, GS-11 or Equivalent and Above	Commander	Quarterly
Goals and Values Cards	All Employees	Commander XO	Continuous
New Employee Orientation	All New Employees	Commander XO Directors	Every 6 Weeks
Employee Townhalls	All Employees	XO	Quarterly
Soldier In-Processing	In-Processing Soldiers	Commander CSM	Weekly
Awards Ceremonies	All Employees	Commander	Quarterly

Figure 1.1-2

With the Strategic Plan established, our Commander sets direction and reinforces values and performance expectations for his primary staff through one-on-one counseling. He ensures the focus of our organization is embedded in Individual Development Plans (IDPs) and employee evaluation reports and shares his Officer Evaluation Report (OER) support form with subordinates, requiring each to develop and submit their own that support the goals of the 417th BSB. Resultantly, these are incorporated into the Total

1.0 Leadership

Army Performance Evaluation System (TAPES) for our civilian career employees, OERs and Noncommissioned Officer Evaluation Reports (NCOERs).

He also provides thoughtful direction and guidance to leadership that ensures tasks are prioritized according to our Strategic Goals. As a result, our senior leaders have a clear understanding of what is expected of them and what they need to reinforce in terms of organizational direction, focus on Customer expectations, and their commitment to caring for our employees.

Effective deployment of the 417th BSB's Mission, Vision, Values, and Goals is paramount to organizational alignment and we have many tools in place to ensure success in this area. Our Mission, Vision, and Strategic Goals are clearly posted in all of our facilities, and provided to every in-processing soldier and spouse. Other mechanisms, their target audiences, and frequencies are illustrated in Figure 1.1-2.

In addition to these tools used by senior leadership, our Commander, Executive Officer, and Command Sergeant Major ensure that deployment of organizational values and direction is a collective responsibility. Figure 1.1-3 delineates these responsibilities among the components of the leadership system. Additionally, we ensure that all employees understand our Mission, Vision, and Strategic Goals through annual chain teaching in which employees are required to articulate how their positions and responsibilities contribute to the achievement of our overall goals.

Assessing the effectiveness of our deployment techniques is also of great importance. In order to accomplish this, we use our Mystery Information Program (See Category 5.1a(1)) to assess the percentage of the workforce who know and understand our strategic direction and determine through which venue this knowledge was gleaned. The implementation of chain teaching was a result of an earlier assessment which concluded that existing techniques were not as effective as we predicted. Results of our FY 01 second quarter assessment determined that 80% of our workforce is

aware of the organization's Mission, Vision, and Strategic Goals. Figure 1.1-4 illustrates the related effectiveness of current deployment mechanisms.

Effectiveness of Deployment Mechanisms

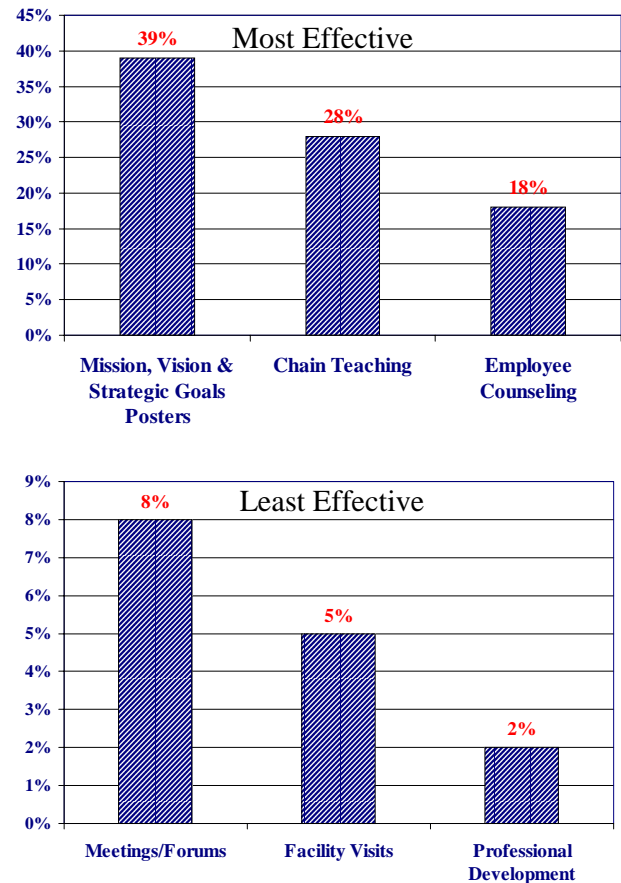


Figure 1.1-4

Leadership Component	Requirements	Role in Communicating Vision, Values and Expectations
Command Group	Acts as decision-making body for BSB Develops Vision, Values, Strategic Goals Establishes organizational direction	Deploys Mission, Vision, Strategic Goals & Objectives, and Values throughout the workforce Establishes performance expectations for senior leadership
Executive Steering Committee	Receives guidance from Command Group Provides directorate-specific input to goal establishment	Communicates organizational direction, Values and Strategic Objectives to division-level management
Area Support Teams	Act as Commander's liaison to assigned communities Execute the 417th BSB's Strategic Plan	Communicate and reinforce Vision, Goals, and expectations to key Customers, partners and suppliers in assigned communities
Key Process Teams/Key Support Process Owners	Develop objectives and metrics for all Strategic Areas Receive key stakeholder, technological, comparative, and market data for the development of objectives Resolve issues arising in assigned Strategic Areas	Receive guidance from the commander and communicate to all members of these cross-functional, pan-organizational teams in establishing goals and action plans
Systems Team for Analysis and Review	Acts as primary advisory committee to the Commander on the integration of Total Quality Management principles into daily operations	Advises the Command Group on the effectiveness of communication and deployment and recommends improvement strategies
Process Action Teams	Develop and implement plans for the achievement of established goals and objectives Act as advisors to Command Group for strategic issues	Responsible for ensuring that the commander's Goals, Values and expectations are integrated in the development of new products and services

Figure 1.1-3

In pursuing our organizational Vision, leadership ensures that there is appropriate value for both Customers and stakeholders through our Balanced Business Scorecard (BBS) performance measurement system. With this tool the 417th BSB imparts comparable significance to results in the areas of Customer, employee, and stakeholder (Tactical Commanders, higher headquarters and partner agencies) satisfaction (See Category 4.1a(1-2)). The effectiveness of this balance is evaluated on a quarterly basis during our Business Results Brief (BRB) and individual performance for senior leaders and managers is rated accordingly.

1.1a(2) Our senior leaders have established, and continuously reinforce a working environment that empowers employees to make on-the-spot decisions in order to provide exceptional Customer service. They also encourage new and innovative ideas from both our employees and Customers. The new Teen Center and Arts Academy at Leighton Barracks are direct results of both employees and Customers exercising their empowerment to plan and design a facility that meets their expectations and needs.

Resource efficiency is one of our Strategic Goals, and one objective is to become a leaner, self-disciplined organization that emphatically encourages our staff to use resources wisely. To accomplish this, we promote and reward creativity, steering clear of becoming a "zero tolerance" organization. Our employees are continuously encouraged to be creative and to think 'out-of-the box' in the design and delivery of our products and services. Resultantly, we possess many ways to accomplish a job regardless of the challenge, to step forward and overcome organizational inertia, and although seemingly difficult at times, we accomplish our mission time and time again. We encourage this approach throughout the battalion, as it often produces additional vital information and resources that lead us to ultimate success and growth.

In our hiring practices, through the establishment of selection boards assembled by the XO, we make a conscious effort to recruit candidates who are creative in their capabilities and accomplishments, rather than those who best

meet required levels of technical expertise. This enables a constructive, yet prudent level of risk-taking to occur.

Central to the successful practice of empowering employees and in developing an environment of trust is ensuring that the workforce has the necessary training to make appropriate decisions and to manage independently. Developing our employees through training is therefore, critical to the successful leadership of the 417th BSB. With this in mind, education and training became the highest priority in our Human Resources (HR) Plan last year. With IDPs in place for most of our staff, Supervisory Training Assessments for all organizational leaders, and mandatory mentoring sessions for General Schedule (GS)-11 and above employees implemented, we identified training needs necessary to become more efficient in our operations and are developing plans for the coming Fiscal Year to make this training more accessible and affordable (Category 5.2a(1)). Validating this commitment, our XO won the FY 2000 United States Army Europe (USAREUR) Commanding General's Personnel Manager of the year award for her efforts in promoting employee learning. Nevertheless, it is primarily our leadership's focus on the Customer, affording employees the flexibility to make decisions to meet their needs and rewarding their successes that create a culture of empowerment and trust in the 417th BSB. Significant improvement in this area is illustrated in Figure 7.3-9.

1.1b(1) While senior leadership reviews and evaluates organizational performance through many different venues, the 417th Base Support Battalion Business Results Brief is the primary tool used to measure organizational effectiveness as it relates to current and past performance, the competitive environment, and future projections. The BRB, briefed on a quarterly basis to the Command Group and STAR by the ESC, KPTs, and KSPOs, is based on the Balanced Business Scorecard approach to performance measurement. Key Process Teams and KSPOs are responsible for developing and maintaining a scorecard (Figure 4.1-3), which contains the key metrics identified as most indicative of success in all of

Analysis Finding	Business Impact	Corrective Action
Customer Dissatisfaction with Youth Sports Programs	Low Participation Rates Diminished Net Income Potential Increase in Juvenile Misconduct	Proactively Recruit Qualified Staff Develop Customer-Responsive Sports MOI Fund Required Equipment with ACOE Winnings
Wuerzburg CDC Loss of NAACP Accreditation	Customer Dissatisfaction Threat to Quality of Care Provided to Community Youth	Ensure Staff Training Requirements Met Complete Facility Repairs and Upgrades
Excessive Waiting Time for 3-5 Bedroom Quarters	Customer Dissatisfaction Excessive Temporary Living Allowances	Determine Number of Large Families on Concurrent Travel Work with PERSCOM to Delay FM Travel
Physical Security Inspections Conducted with 80% Timeliness	Potential Threat to Security of Facilities and Personnel	Staff PMO Inspectors IAW MTOE Train Inspectors Upon Arrival
% of Trash Recycled/Excessive Cost for Solid Waste Disposal	Funding Not Adequate for Cost of Waste Disposal Potential Threat to Host Nation Relations	Enforce the SORT SOP Renegotiate Contracts for Waste Disposal with Respective Communities
Customer Contact Requirements Meeting only 50% of Goal	Customer Dissatisfaction Loss of Credibility with "We Guarantee It" Program	Implement Mystery Shopper Program Find Source for Customer Service Training

Figure 1.1-5

our Strategic Areas (Figure 4.1-1). With each of these metrics appropriately weighted, scores are provided based on the degree to which we are meeting our goals or standards. Collectively, these measures are compiled to produce an overall score for the Strategic Area where green indicates greater than 85% of the goal or standard, amber, between 70% and 85%, or red, below 70%. This approach is illustrated in Figures 7.1-1, 7.2-1, 7.3-1, 7.4-1, 11, 22, 31, 45, and 54. Key performance measures included in the BBS are illustrated in Figure 4.1-2.

With the adoption of the BBS approach to performance measurement and a systematic process for identifying and prioritizing opportunities for improvement the 417th BSB developed many corrective strategies and action plans this year. Some recent performance review findings, their significance, and related improvement plans are illustrated in Figure 1.1-5. As critical components in the strategy development and performance measurement cycle, it is our KPTs and KSPOs who are primarily responsible for the development of action plans which facilitate the reversal of negative trends.

Finding	Improvement Plans
Excessive Complaints Elevated to Command Group in some Directorates	Promote Mandatory Supervisory and APIC Training for Managers, Isolate Problem Areas, and Conduct Counseling/EEO Sensing Sessions for Persistent Problems
Inequitability of Awards and Recognition	Track Ratio of Monetary Awards to Number Receiving Them, Target Problem Areas and Work with Individual Supervisors to Correct
Low Rates of Accomplishment for Mandatory Training	Promote On-Site Training to Prevent Mission Interference, Create Civilian Personnel Database to Monitor and Enforce
Need for Improved Communication b/w Leadership and Workforce	Continue to Conduct Mystery Information Surveys Quarterly, Publish Results to Primary Staff, Isolate Problem Areas and Work With Individual Supervisors to Correct Problems
Diminished Satisfaction with Work and Job Design	Continue to Keep Workforce Involved in MEO Study Relative to Outcome, Identify Acceptable Efficiencies and Charter Teams to Implement More Involved Changes, HRKSPO Provides Guidance With Regard to Update of Job Descriptions and Includes in Supervisors Support Forms
Need to Increase Employee Involvement in Planning and Management of Operations	Solicit Workforce Feedback Prior to SPC via APIC Training, Counseling Sessions With Managers Should Include Discussion of Empowerment and its Overall Importance to the Organization, Encourage KPTs and KSPOs to Include Many Levels in Preliminary Planning Sessions

Figure 1.1-6

1.1b(2) Through the correlations inherent to the BBS (Category 4.1b(3)) and the identification of individual metrics as either leading or lagging indicators, senior leaders have a sound platform for translating performance review findings

into improvement strategies. Correlation is the primary tool used to prioritize these strategies. If negative trends in one business result have a direct impact on several others, corrective action plans are given a high priority. For example, the quality of our middle school and teen programs directly affects many key measures, such as parental satisfaction, Morale, Welfare and Recreation (MWR) utilization rates, rates of juvenile misconduct and recidivism, and scholastic achievement scores. For this reason, improvement plans would receive a higher priority than a drop in range utilization, which correlates with little else other than Customer satisfaction. Additionally, through the weighting of metrics, we inherently identify their criticality to organizational success. For example, in the Force Protection Scorecard, the timeliness of Military Police (MP) response carries a weight of 25%, receiving a higher priority if negative trends were identified, than that of accident rates which comprises only 5% of the total. Minutes, which include performance review findings and the assignment of propensity for improvement and related action plans are recorded at each BRB and distributed via e-mail to staff, applicable partners and suppliers, and in some cases, Customers and other stakeholders to ensure organizational alignment.

1.1b(3) Integral to the BBS is the Human Resources Management Scorecard (Figure 7.3-1), which is a direct reflection of senior leadership effectiveness. Reviewed on a quarterly basis, measurements include Climate Index for Well-Being, Work and Job Design, Involvement, Recognition Equitability, Work Year Utilization, Complaints Elevated to Command Group, and workforce satisfaction in the areas of leadership, evaluations, personnel administration, logistical support, awards and training. Recent performance review findings in these areas have led to improvement plans for leadership effectiveness as illustrated in Figure 1.1-6.

1.2 The 417th Base Support Battalion enjoys an enviable record of achievement in the areas of public responsibility, community involvement, and citizenship. We invest many of our resources into community support programs in order to improve our living and working environment, and to enhance relationships with local civic leaders. Leadership understands the overall impact that our organization has on the social welfare, physical environment, and economy of surrounding communities.

1.2a(1) The 417th Base Support Battalion is highly sensitive to how our products, services and operations impact the public, especially with regard to our Host Nation, with whom we enjoy a strong and positive relationship. We learn about and assess such impacts through encouragement of open communication with the public, providing forums specifically designed for this type of feedback, and by listening to our Customers. Resultantly, we have adopted numerous additional preventive measures, responding to negative impacts quickly, and decisively. Through the Environmental Scan phase of our Strategic Planning Process (SPP) (Figure 2.1-1), the 417th BSB has divided its public responsibilities into five major focus areas. Goals and metrics that assess our success in these areas were selected by KPTs and KSPOs with the assistance of subject matter experts. While improvement in these areas is reviewed regularly during the forums

Public Responsibility Focus Area	Metric	2002 Target	Review Forum	Frequency	Results
Environmental Compliance	ECAS Findings ISR II Results SORT Rates	Correct 90% Findings from 1999 2.21 Average for all Pillars 60% Recycling Rates	Environmental Quality Control Council	Quarterly	7.4-57 7.4-56 7.4-58
Community Health and Well-Being	Percentage of Community with At-Risk Behaviors	Reduce all At-Risk Behavior by 5%	Health Promotions Council Tobacco Cessation PAT Nutrition and Fitness PAT	Quarterly Monthly Monthly	7.4-65
Energy Conservation	Annual Cost of Utilities	Reduce to \$5.43M	ODCSENG Power Procurement Meetings	Quarterly As Needed	7.2-6
Community Relations	Customer Satisfaction with Public Affairs	3.2 Customer Satisfaction Index	Community Relations Advisory Council (CRAC)	Quarterly	7.2-6
Public Education	Schools' Academic Scores	Meet District Averages for all Schools	Installation Advisory Council School Advisory Councils	Quarterly Monthly	7.4-63

Figure 1.2-1

illustrated in Figure 1.2-1, it is also formally evaluated annually at the Strategic Planning Conference.

1.2a(2) Anticipating and reacting to public concern with the products and services of the 417th BSB is critical to our success as good corporate citizens. Before the Environmental Scan Phase of our Strategic Planning Process begins, subject matter experts communicate and coordinate with officials, agencies and individuals in military, and Host Nation communities. Feedback regarding existing or planned products and services is solicited through several different

forums, including Tactical Commanders' Conferences, Community Planning Work Groups (CPWGs), Joint Action Work Groups (JAWGs), In-Progress Reviews (IPRs) for special events, Mayor's Days, School Advisory Councils (SACs), Installation Advisory Councils (IACs), Host Nation Law Enforcement Meetings, the Environmental Quality Control Council (EQCC), Health Promotions Council (HPC), Community Relations Advisory Council (CRAC) and the triennial Army Family Action Plan (AFAP) Symposium. This feedback is then fed into the Strategic Planning Process or passed to Key Process Teams/Key Support Process Owners as illustrated in Figure 1.2-2. The enforcement of Separation or Recycling of Trash (SORT) policy at Fests and Bazaars and the re-engineering of the 67th Combat Support Hospital's (CSH) Smoking Cessation Program are recent examples of how the 417th BSB anticipates public concern with our products and services and how we plan accordingly.

1.2a(3) Responsible, ethical consideration and behavior is encouraged and staunchly supported throughout the organization by leaders modeling appropriate behavior and adhering to Army Values. The 417th BSB maintains two distinctive approaches to promoting ethical business practices; preventative and consequential. Preventatively, each senior leader and primary staff member of our organization is required to attend an ethics class and sign a financial disclosure statement annually. New employees receive ethics training during their orientation as well. Transactions and interactions with our suppliers are reviewed by an attorney whose primary responsibility is to ensure legitimacy and legality of all actions. Similarly, our Regional Contracting Office screens potential suppliers for ethical business practices. Consequentially, various formal assessments and reviews, such as audits conducted by the 98th ASG Internal Review (IR), ensure business operations are in accordance with ethical and legal practices. Internal controls are in place for every activity that handles money, or is in possession of accountable items or sensitive and classified information. Reviews to determine the viability and effectiveness of current internal controls are conducted at least annually for all

Public Concern Feedback Process

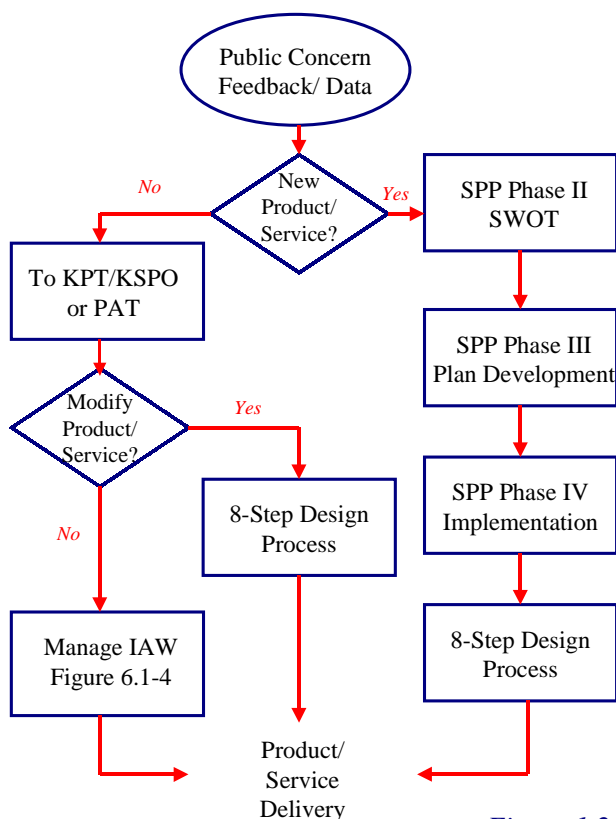


Figure 1.2-2

the aforementioned, but for the majority, on a monthly and unannounced basis. Breeches exposed during these audits are dealt with in accordance with the Uniform Code of Military Justice, local business law, and governing civilian personnel regulations.

1.2b The 417th Base Support Battalion selects key communities for support based on the degree of mutual benefit that can be derived from our involvement. Figure 1.2-3 illustrates these communities and the types of support provided. We strengthen our military community via a multitude of programs and forums designed to satisfy quality of life issues relevant to our demographic population such as:

- **Holiday Sharing Program.** This program, spearheaded by our CSM, raises charitable contributions to assist families in need during the holiday season. With significant contributions annually, this program is indicative of the "caring for our own" spirit we exude in our three communities.
- **Home School Partnership Committee.** This forum combines representatives from the School Advisory Councils (SACs), Parent, Teacher, Student Association (PTSA) and other groups to share information and ideas in support of school program improvement.
- **Adopt-a-Bus Program.** While Department of Defense Dependent Schools (DoDDS) are not funded to provide bus monitors, their absence on contracted school busses posed a significant threat to the safety of our community youth. To resolve this problem, the 417th BSB developed the Adopt-a-Bus Program which works with Tenant Unit Commanders to allow servicemembers who wish to volunteer, the opportunity to act as bus monitors.

Increased participation of the 417th BSB leadership in Host Nation and US community activities has fostered our unique friendship. The Community Relations Advisory Council (CRAC) is our primary means of obtaining Host Nation feedback from the Giebelstadt and Kitzingen communities. This council is hosted by our German community leaders, addressing issues that range from upcoming social events to co-use agreements. Joint community religious events bring the German and American communities closer on a spiritual level. We have established numerous other forums and programs to strengthen our support of and relationship with our Host Nation communities. Some examples are:

- **German-American fests in Kitzingen and Wuerzburg.** These are well-attended events, which provide the opportunity to interact with our Host Nation neighbors and generate money to support MWR programs.
- **Mayor's Day Brunches.** Hosted for local civic leaders and Tenant Unit Commanders within the 417th BSB footprint, this event enhances a strong relationship and understanding of each other's culture in a social setting.
- **Bat Caves.** An initiative to improve the winter habitat for endangered bats within the Kitzingen and Giebelstadt communities, we worked in partnership with our Host Nation experts to design and construct an underground bunker for the bats. The caves keep temperatures above freezing, which will improve survivability of this endangered species.

- **Co-Use Agreements.** Intended to maximize use of our facilities and to benefit our Host Nation communities, German citizens now enjoy the pool in Giebelstadt as there are no similar facilities in the area, and German Glider Clubs are authorized to use our airfields during specified timeframes.

Key Community	Support Provided
KitzingenWuerzburg & Giebelstadt Military Communities	Home-School Partnerships Airfield Co-Use Agreement Youth Sports Volunteers Adopt-a-Bus Program Holiday Food Sharing Program Sports Team Partnerships Area Beautification Program
Host Nation Kitzingen and Surrounding Communities	Joint Patrols with Polizei German-American Fests Bat Caves Restoration Host Nation Beautification Projects Nature Walk with Host Nation Students
Host NationWuerzburg and Surrounding Communities	Joint Patrols with Polizei German-American Fests Mass Casualty Training for HN Officials Teen Partnership
Host Nation Giebelstadt and Surrounding Communities	Joint Patrols with Polizei German-American Fests Augmentation of Host Nation Fire Support German/American Triathlon Swimming Pool Co-Use Agreement Airfield Co-Use Agreement

Figure 1.2-3

In addition to these programs, our Commander enthusiastically supports the voluntary involvement and participation of the 417th BSB workforce in both US and Host Nation communities. For example, our Force Protection Officer coaches a German basketball team, our S2/3 is a Boy Scout leader, and our Housing Chief coaches youth sports in the military community.

The 417th BSB's leadership team constantly strives to enhance our relationship with our Host Nation and military communities, and our Strategic Plan includes several short and long-term goals in support of this objective. The APIC Core Values of Leadership, Continuous Improvement and Learning, a Long-Range View of the Future, and Public Responsibility and Citizenship are well embedded into our daily operations and future plans for the 417th BSB. As our Vision affirms, "we want to be the Army's Base Support Leader, committed to anticipating and responding to our Customers' needs." We are a team of quality soldiers and civilians who are committed to the Army's Values, contributing to balanced readiness, and providing wholehearted stewardship of resources and the environment. We will meet the challenges of today...tomorrow...and the 21st Century.